

Civilian Human Resources Update

David L. Snyder
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Force Management Civilian Career Program Planning Board

October 15, 2003

Maximizing Human Potential To Meet The Army Mission

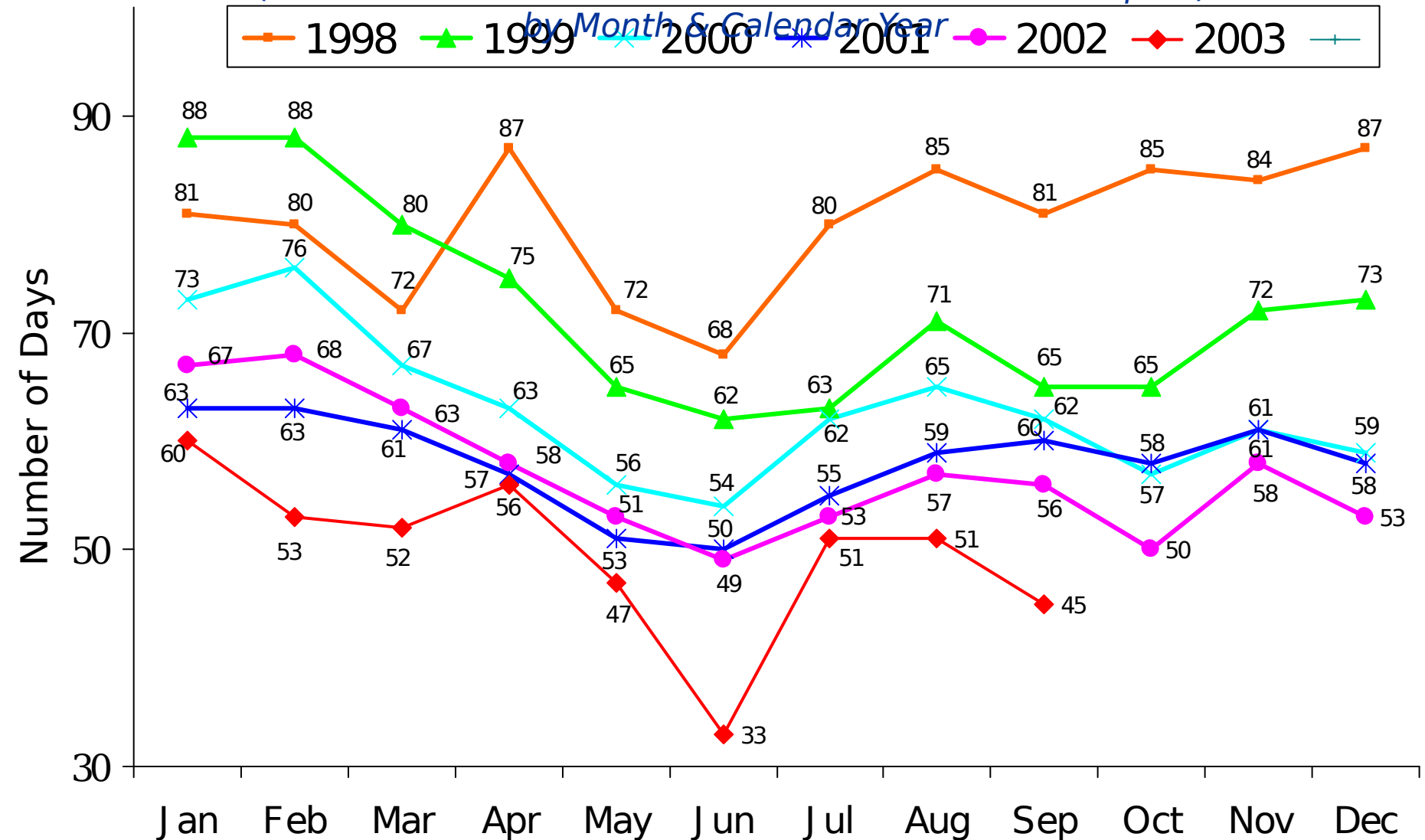
Focus

- Where we are today
- Personnel Transformation

Average Number of Calendar Days to Fill Positions

(From Date Received in Personnel to Date Offer Accepted)

by Month & Calendar Year

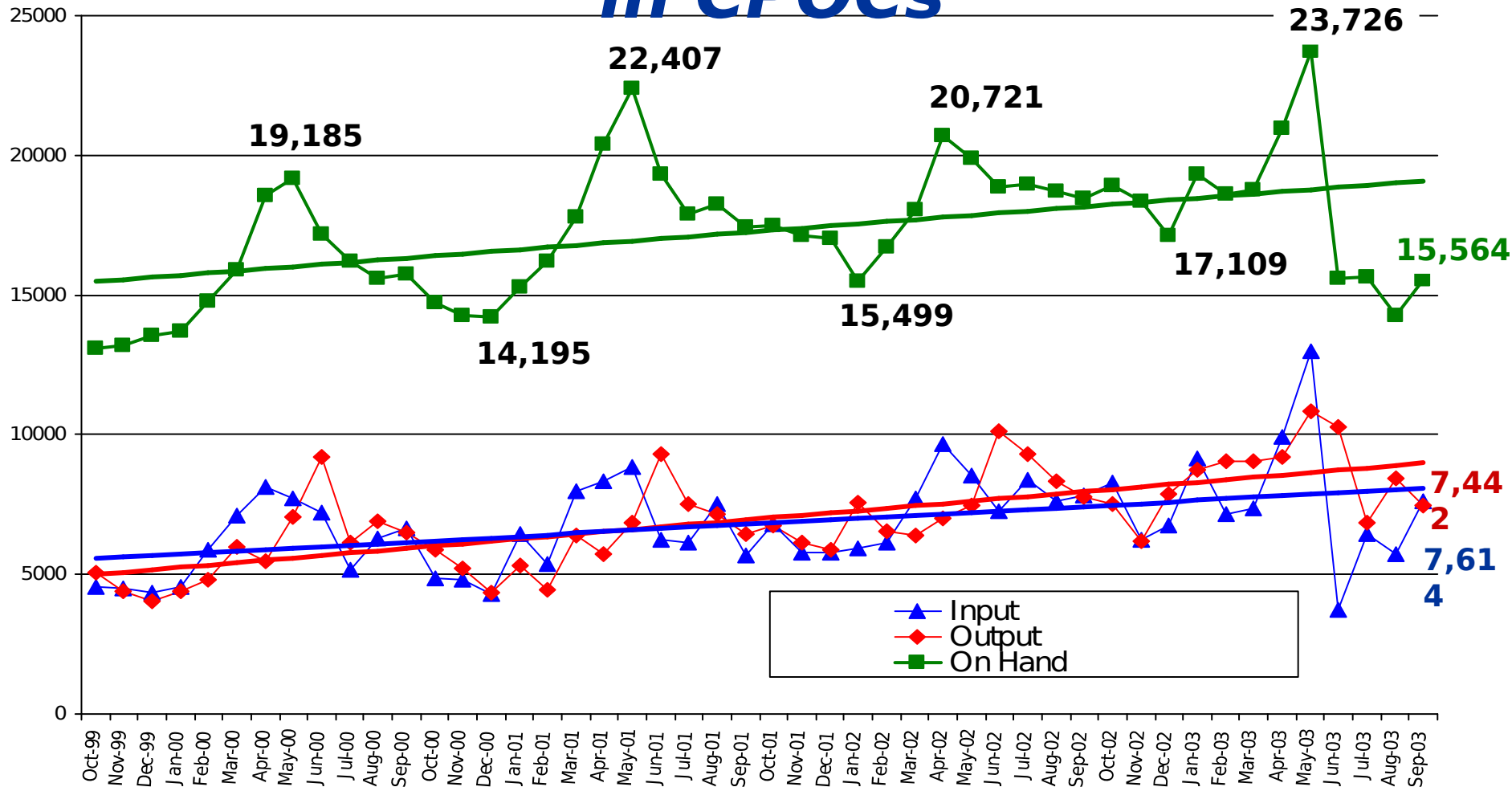


Source: CPOCMA Productivity Book
As of Sep 03

10 15 03 CHR Un

Monthly Input/Output/Backlog in CPOCs

Number of Actions



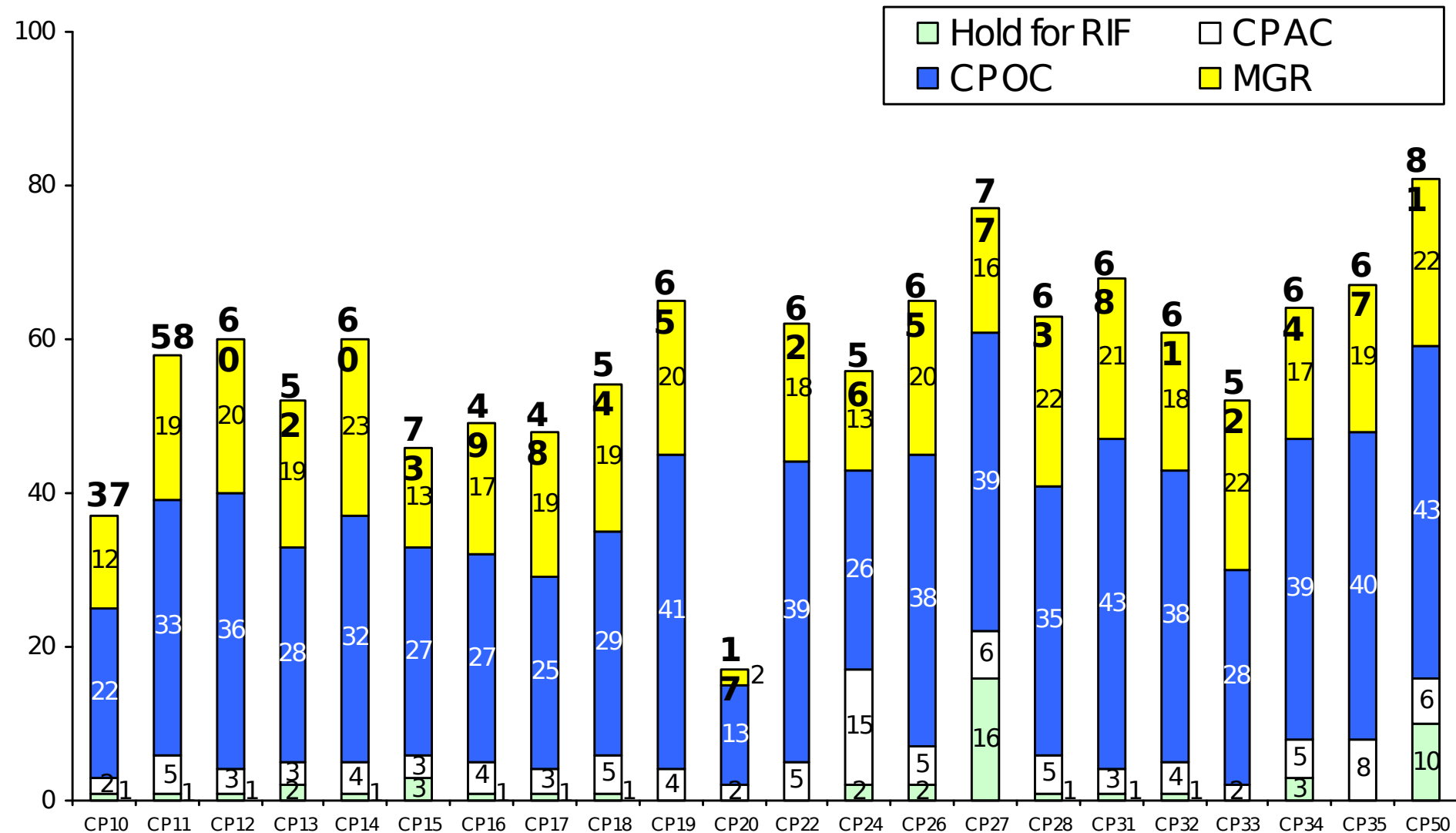
- CPOCs able to keep up with monthly intake
- Backlog has been with us since before Regionalization
- Must eliminate backlog to improve performance

Source: CivPro, Book I, Slides 3, 6&7
Updated Sep 2003
N.B. Backlog data adjusted back to Oct 97

10 15 03 CHP Up

Fill Time Split by Career Program

Fiscal Year 2003 (Oct 2002 - Sep 2003)



Customer View

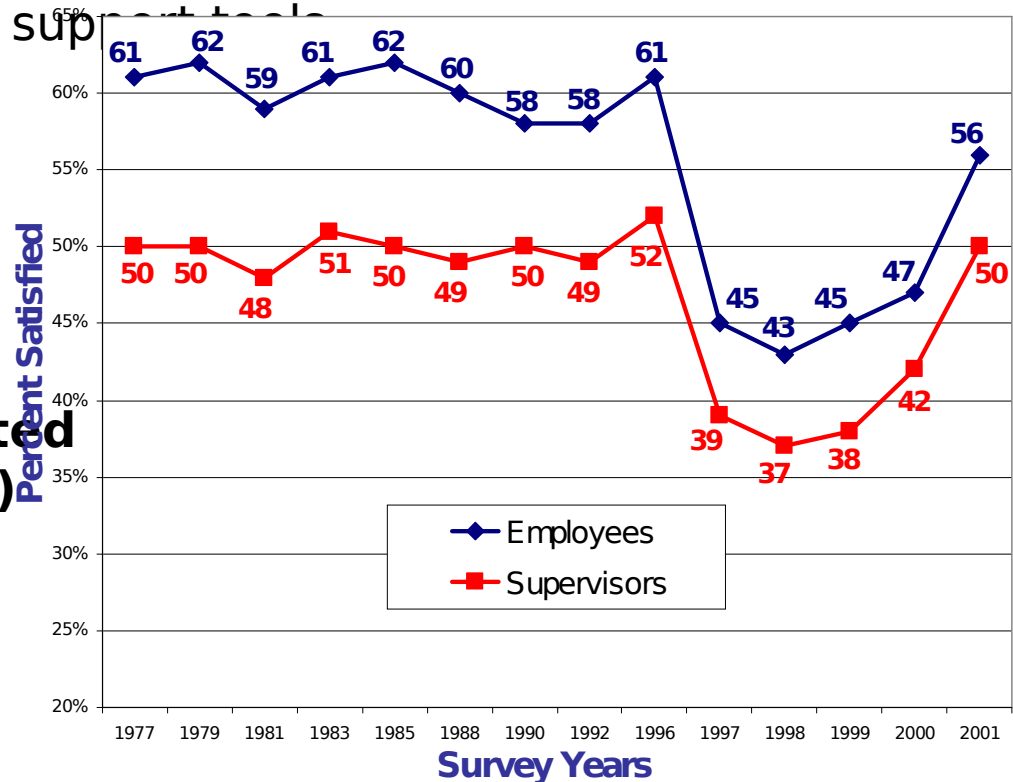
➤ How customers access services

- ❖ Electronic self-service automated applications
- ❖ Installation HR Advisory Centers and Regional Operations Centers
- ❖ Telephonic voice response systems
- ❖ Management decision support tools

➤ Norms: best service organizations tend to be in the 60% range (Hay Group, 2000)

➤ Next survey cycle started in August (web census)

- ❖ Your input welcome!



Transforming the Workforce to Meet

21st Century Needs

Current

Antiquated Systems

- Rigid Job Classification and Compensation
- Limited Hiring/Selection Authorities
- Stove-piped Development of Army Civilians

Needed

Modern Systems

- Pay linked to
 - ❖ Performance
 - ❖ Contributions
 - ❖ Competencies
- Competitive Hiring Capabilities
- Broad Track Civilian Leader

Proposed

HR Systems

- Broad Banding
 - ❖ Flexible Compensation
 - ❖ Rank in Person
- Responsive Recruitment Rules
 - ❖ Direct Hire Authority
 - ❖ Eliminate Rule of Three
- Senior Army Workforce Central Management
 - ❖ Assignments
 - ❖ Training & Education
 - ❖ Promotions

National Security Personnel System

Overview

- Provides flexibility to manage DoD civilians according to DoD mission
- Preserves civil service principles and veterans' preference - in law
- Respects bargaining - in law
- Implements long-tested DoD flexibilities via DoD Best Practices Initiative

What's Next

- Congressional Committees considering the language
 - ❖ Senate –
 - ✓ S1050 silent on the provisions except personal services contracts
 - ✓ S1166 Offered by Senator Collins contains provision that limit flexibility
 - ❖ House – HR 1588 is the language we like
- Five Hearings have been held
- Potential enactment this fall or early 2004
- Implementation over two-year period

BRAC 2005

- FY02 NDAA, signed Jan 10, 2001 authorized new round of base closings for FY05.

- DOD Objectives:
 - ❖ Eliminate excess physical capacity
 - ❖ Realign base structure to meet post-Cold War force structure
 - ❖ Examine & implement opportunities for greater joint activities

Sources: SecDef memo, Nov 15, 2002, Subject: Transformation Through Base Realignment & Closure; SecArmy memo, Dec 12, 2002, same subject

BRAC Timelines

31 Dec 03 – publish proposed criteria for closure in Federal Register

16 Feb 04 – publish final criteria for closure in Federal Register

15 May 05 – publish list of CONUS installations recommended for closure/realignment

08 Sep 05 – commission report due to President, Congress

23 Sep 05 – President's approval/disapproval due

07 Nov 05 – President's approval & certification due to Congress

Source: FY02 NDAA

Pre-IMA and Post-IMA Army

	<u>FY 02</u>	<u>FY 04</u>	<u>FY 07</u>
AMC	48649	45468	44584
USACE			
- Military Functions	9753	9821	9822
- Civil Functions	27850	27748	27176
MEDCOM	25516	24328	24319
TRADOC	18565	12434	12243
USAREUR	17196	7023	7020
FORSCOM	17241	2607	2626
USARC	9906	8430	9685
EUSA	9302	4979	4979
USARPAC	6103	3708	3708
ATEC	4241	3727	3752
MDW	2643	329	324
USMA	2032	1188	1171
IMA	0	44166	44171
NETCOM	0	3648	2994
ACA	0	750	750
USAREC	1190	0	0
Other (Military Functions)	20849	21666	24385
Total Appropriated	248886	244436	225885
	29441	29441	29441
Non-Appropriated			

Decisions still being made; distribution not yet in

concrete


















Third Wave will impact





number

Sources: SAMAS report for military functions, USACE for civil works, NAF HR Policy/Program Div for

NAF

HR IPT

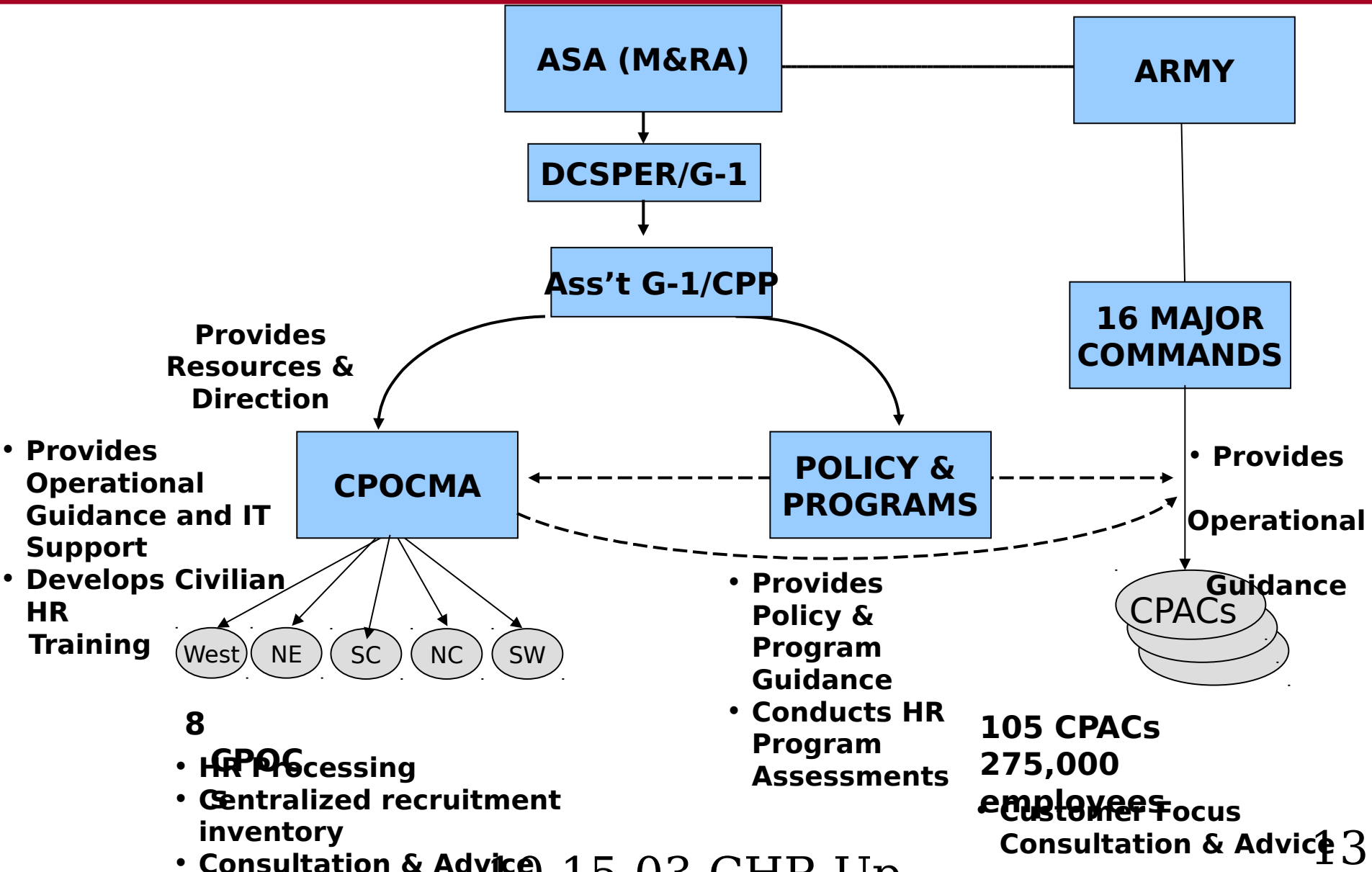
<u>Task #</u>	<u>Action</u>	<u>Suspense</u>	<u>Status</u>
1.	Merge PERSCOM/ARPERSCOM.....	(3 Mar 03)..2 Oct 03	
2.	plan to transfer C2 of CPOCMA to HRC.....	5 Jan 04	
3.	Consolidate CTED and CPFA into CPOCMA.....	1 Oct 03	
4.	Provide a recommendation on alignment of USAMAA.....	8 Sep 03	
5.	Transfer G-1 operational missions to HRC and CPOCMA.....	1 Oct 03	
6.	Re-engineer core functions and processes of the new HRC.....	1 Oct 04	
7.	Submit final recommendations for the HRC stationing plan.....	Jan 04	
8.	Align CPOCs and CPACs under CPOCMA.....	.30 Sep 03	
9.	Plan to consolidate SES activities.....	8 Sep 03	
10.	Submit a recommendation for alignment of MILPOs.....	31 Oct 04	
11.	Conduct analysis postal equipment upgrades.....	none	
12.	Provide message for the CSA to direct co-location of pers/pay.....	Jan 04	
13.	Establish centralized management of civilian pay.....	5 Jan 04	
14.	Submit a plan to realign worker's Compensation.....	8 Sep 03	
15.	Recommend changes IAW ATLDP for HR professionals.....	30 Sep 03	
16.	Develop and execute a detailed communication plan.....	Continuou	
17.	Establish a Human Resources Management Research /Studies Board.	1 Oct 03	

-  Red--Issues exist that require SA/CSA decision to resolve
-  Amber--Issues exist that require DAS decision to resolve
-  Green--Issues are being worked and can be decided by
-  HR IPT

Blue--Completed Action

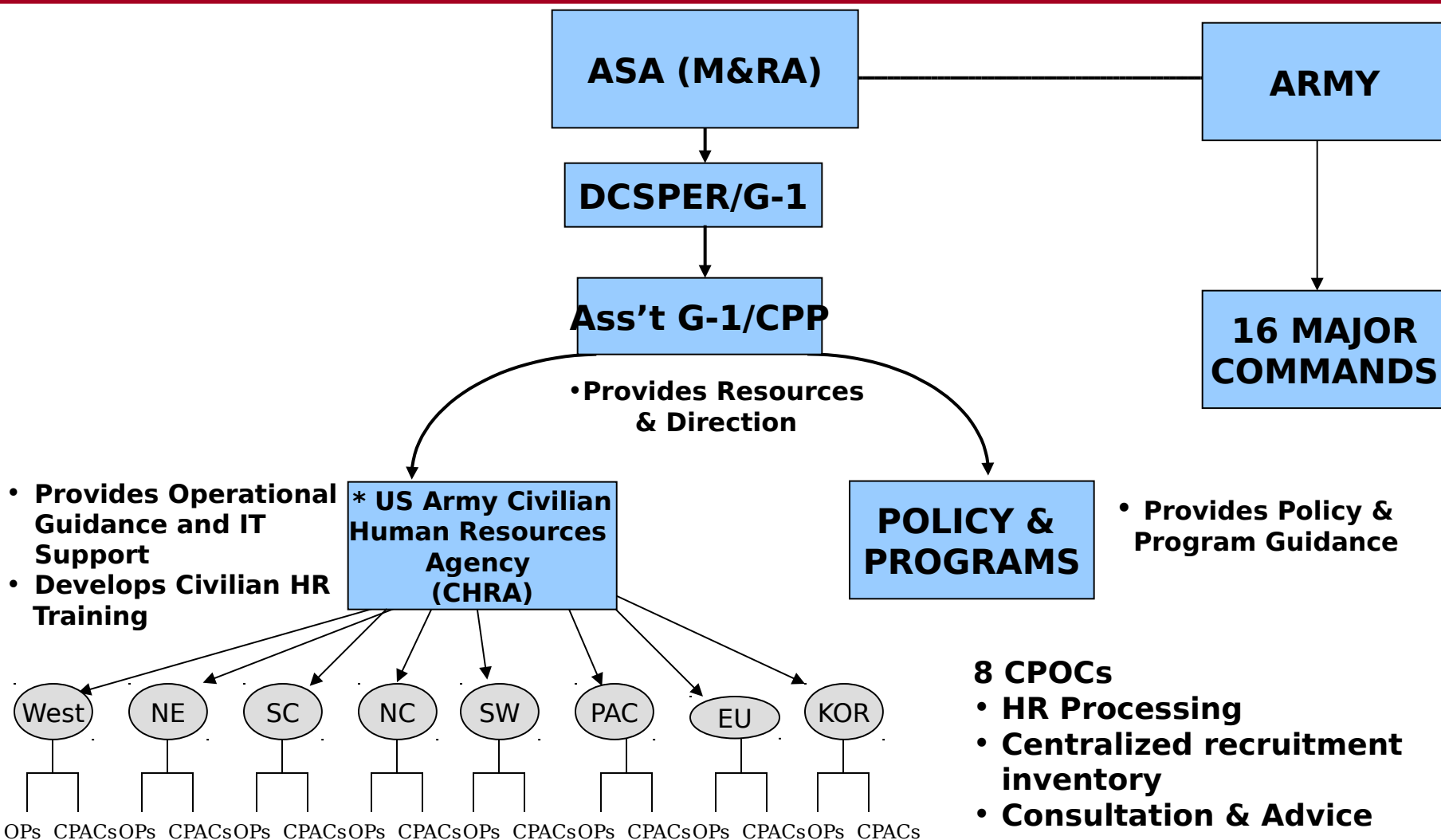
Army HR Environment

(Before)



Army HR Environment

(After -- Effective 5 Oct 03)



*CHRA aligns under new HR Command NLT FY 06

105 CPACs

• Customer Focus

• Consultation & Advice

Personnel Transformation Building Tomorrow's Civilian Force

. . . to ADAPT

. . . to BECOME MULTI FUNCTIONAL

. . . to GROW

- **Career Fields**

- Institutional Support
- Acquisition Management
- Information Technology
- Science and Engineering Management
- Medical Support

- **Central Management**

- Selections and assignments (boards)
- Planned development (degrees/assignments)
- Incentives (hiring/performance)
- Mobility (not necessarily PCS)
- Trainees, Transients, Holdees, &

**Senior Army Workforce
(SAW)**

GS-12 and above
supervisors/leaders/managers

***"The blueprint to
maximizing
your potential"***

INVESTING IN PEOPLE

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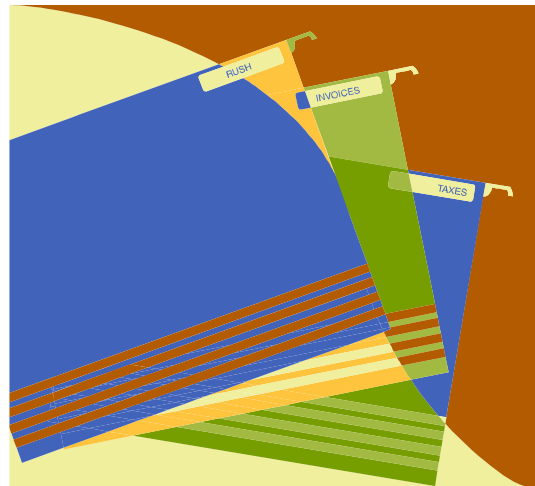
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Backup



Customer View (Continued)

Key Drivers of CHR Customer Satisfaction*

IMPORTANCE	Priority Areas	Areas to Reinforce
	<ul style="list-style-type: none"> Planning and projecting HR needs (30%) Job classification (39%) Quality/timeliness of recruitment, including referral timeliness (40%) Counseling employees on issues such as benefits, leave, worker's comp (47%) Status of personnel actions (51%) Accessing personnel staff (51%) 	<ul style="list-style-type: none"> Processing personnel and pay actions (63%)
LOW	Areas to Monitor	Areas to Maintain
	<ul style="list-style-type: none"> Advice on reorganizations (36%) High quality candidates (38%) Handling RIF situations (41%) Procedures for filling vacancies (42%) Advice on discipline, grievances, and performance management (50%) Advice on training (51%) Advice on labor relations (52%) Awards servicing (53%) 	<ul style="list-style-type: none"> Trained on civilian personnel administrative procedures (60%) Kept informed on changes in rules and benefits (61%) CHR staff acts with integrity (70%) CHR staff treats people courteously (76%)

LOW for referring a reasonable number of candidates (50%)

CURRENT PERFORMANCE

HIGH

*Based on FY01 survey results from over 9,000 Army civilian supervisors and managers; current performance results rating shown)

NSPS: Key Provisions

- OPM and DoD develop system together, DoD has override in areas of national security with Presidential decision
- Bargaining at the National Level
 - ❖ 30-day for unions to review
 - ❖ If no agreement on language, additional 30 days of discussions with potential involvement of Federal Mediation and Conciliation Service
 - ❖ If no agreement, Congressional 30-day implementation delay
- Performance Management System contains General Accounting Office recommended criteria
- Appeals procedures developed with consultation with MSPB and EEOC with independent review panel not Secretary, Deputy Secretary or subordinates
- Voluntary early retirement & separation incentives including installment payments for both RIF and restructuring
 - ❖ \$25,000 payment
 - ❖ Reemployment restriction
 - ❖ VERA rules – 50 years old with at least 25 years of service

NSPS: Key Provisions

(continued)

- Dual comp waiver for reemployed annuitants
- Attracting highly qualified experts
 - ❖ Basic pay limited to Senior-level pay
 - ❖ Appointment for up to 5 years (1 year extension)
 - ❖ Bonus -up to \$50,000 or 50% of basic pay
- Employment of older Americans
 - ❖ No impact on retirement
 - ❖ Two-year appointment
- Special pay and benefits for certain employees outside the US
- Personal Services Contracts – moved to acquisition section of the transformation proposal
- Waiving Chapters: 51 Classification, 53 Pay Rates and Systems, 55 Pay Administration, Subchapter V Premium Pay, 71 Labor-Management Relations, 75 Adverse Actions, 77 Appeals
- Personnel Management Flexibilities found in 4703(a)(1), (3), and (8) regarding recruitment, reassignment, promotion and retention.

TIM Execution

➤ **FY 03 Projections**

- ❖ Primarily focused on installation level activities
- ❖ 80,000 projected CONUS & OCONUS personnel actions
- ❖ Letter of Instruction (LOI) provides timelines/procedures
- ❖ Full partnership of MACOMs, IMA, ACA, CPOCs, CPACs
- ❖ Coordinated accomplishment of bargaining requirements
- ❖ G1 manhours projected to exceed 20,000

➤ **FY 03 Requirements**

- ❖ Cross-leveling skills and staffing for IMA HQs & regions

SAW Implementation Status

- Program Development Underway
- Draft Policies & Procedures Written
- Initial POM Requirements Validated
 - ❖ FY 03 & 04 UFRs identified
 - ❖ FY 04 UFR validated
- Management Office Organization and Structure Developed
- Key Leaders Briefed
 - ❖ Marketing strategies are being worked

Strategically Developing Leaders...

- Mandatory developmental requirements
 - Mandatory Mobility
 - Core Leadership Competencies
 - Five Components of Professional Development
 - ❖ Leadership
 - ❖ Functional and Technical
 - ❖ Academic Courses and Degrees
 - ❖ Experiential and Developmental Assignments
 - ❖ Continuing Education/Certification – annual requirement
-

....Planning, Resourcing and Investing in Human Capital

Career Program Reform

NOTIONAL CAREER TRACKS

Institutional Support

Recommended:

CP 10 Civilian Human Resource Management

CP 11 Comptroller

CP 12 Safety Management

CP 19 Physical Security and Law Enforcement

CP 26 Manpower and Force Management

CP 27 Housing Management

CP 28 Equal Employment Opportunity

CF 29 Executive Assistant (Base Operations)

CP 31 Education Services

CP 32 Training

CP 50 Military Personnel Management

CF 51 Morale, Welfare and

Logistics & Acquisition Management

Recommended:

CP 13 Supply Management

CP 14 Contracting

CP 15 Quality and Reliability Assurance

CP 17 Material Maintenance Management

CP 20 Quality Assurance Specialist (Ammunition Surveillance) GS Managers of Federal Wage System Units

CP 24 Transportation Management

CP 33 Ammunition Management

Science and Engineering Management

Recommended:

CP 16 Engineers and Scientists (Non-construction)

CP 18 Engineers and Scientists (Resources and Construction)

Information Operations

Provisionally recommended:

CP 22 Public Affairs and Communications Media

CP 34 Information Management

CP 35 Intelligence

CF 61 Historian

Medical Support

CF 53 Medical